Presentation to FBCI Task Force Conference
State of Alaska
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Introduction
Good afternoon, everyone. You all know of HUD. You may even know some of our programs. Today, though, I hope to make you a little more aware of who we are, what we do, and how we can work together.

Mission
HUD's mission, simply put, is this: To help provide a decent, safe, and sanitary home and suitable living environment for every American.

HUD's Programs
In fiscal year 2003, HUD brought nearly $852 million into the state of Alaska to do this work – through FHA home mortgage guarantees, grants to the State and to the Municipality of Anchorage, to Alaska's tribes, and to organizations that provide affordable housing, supportive services and homeless assistance.

Entitlement Programs
HUD provides grants under two different types of programs – competitive, and entitlement, or formula-based. Each year, HUD grants funds to the Municipality of Anchorage and to the State of Alaska – to cover the rest of the state – and this year, the City of Fairbanks will enter this mix, as well. These grants are based on an allocation formula, primarily population-based, and generally are made to cities with populations of at least 50,000.

Each of these jurisdictions, then, creates programs – through a public process – to re-grant funds that will encourage community development efforts.

Find out more about these programs through the State's Department of Community and Economic Development and through Alaska Housing Finance Corporation or through the Municipality of Anchorage, or call Jo Grove, with the State's Department of Community and Economic Development;  Jean Ayers, with AHFC; or Carma Reed with the Municipality of Anchorage, Community Development Division.

Let me give you an example of a partnership that involved the Municipality of Anchorage, Anchorage Neighborhood Housing Services, and World Changers – using HUD grant funds.

Over the past three years, a group of Baptist Church youth from Outside have paid their own way to Anchorage to work on rehabilitating housing for low-income families, primarily seniors and the disabled. These youth came with their own construction supervisors, all adult volunteers from their churches, and with hammers, saws and other small construction equipment.

The Municipality of Anchorage committed HUD grant funds to purchase the paint and construction materials that were needed for the job. Anchorage Neighborhood Housing provided the project oversight and qualified all the recipients of this rehab effort to make certain they were eligible under HUD guidelines.

The kids, themselves, provided all the labor, free, to upgrade these homes.

This program will continue again this summer. And this is just an example of programs that have been and can be created with HUD's entitlement grant funds.

Competitive Programs
HUD also provides a variety of competitive grant programs annually through our Super Notice of Funding Availability – the SuperNOFA. This SuperNOFA, which is advertised nationally – and should

be open for applications very soon, contains nearly all of our competitive programs, such as: Senior housing, housing for the disabled, homeless programs, our housing counseling program, and others.

You can access grant information about HUD's programs on www.grants.gov or at HUD's website www.hud.gov .

Many faith-based organizations with which I've worked over the past few years are interested in providing housing and services for seniors, the disabled and the homeless. Here is taste of HUD's housing and homeless assistance programs:

a. Supportive Housing – Promotes development of supportive housing & supportive services for homeless persons in transition from homelessness
b. Shelter Plus Care – Provides housing & supportive services long-term for homeless with disabilities
   – serious mental illness
   – chronic alcohol or drug problems
   – AIDS or related diseases
c. Supportive Housing for the Elderly
   – Interest-free capital advances
   – Finances development
d. Supportive Housing for Persons with Disabilities
   – Interest-free capital advances
   – Project rental assistance
e. HOPWA – Provides housing assistance & related supportive services for persons with HIV/AIDS & their families

In addition to programs that serve special populations, HUD also advocates for and enforces Fair Housing. We have a Fair Housing Initiatives Program, which provides for Fair Housing education and advocacy. We currently do not have an advocacy group dedicated to Fair Housing in Alaska.

In the lobby outside this room is our booth. You can pick up information on all of our programs there, and we can talk about specific programs after this presentation.

To be a successful applicant for HUD's homeless programs, your organization MUST be actively participating in the Anchorage or the State's continuum of care process. Contact the folks on the screen for more information about joining one of them, depending upon where your program is located. In addition, HUD gives preference points and additional funding for those Continuums of Care that prioritize permanent housing for homeless people with disabilities.

There's another program that helps youth who have dropped out of school. It's called Youthbuild, and it helps young adults – high school dropouts – gain construction skills and gives them the opportunity to earn their GEDs, as well.

There have been only a few applicants from Alaska under this program, and one of the most successful, I believe, is the program in Juneau. Southeast Alaska Guidance Association (SAGA) partnered with Tlingit-Haida Regional Housing Authority and the University of Alaska Southeast to apply for – and win – a Youthbuild grant. The university provided the GED education, the housing authority provided the construction skills training, and SAGA provided the project oversight and coordination.

Last fall, SAGA graduated 13 youth in a ceremony held at the Governor's mansion and hosted by Alaska's First Lady, Nancy Murkowski. Every one of these graduates was offered a permanent job or were accepted into an apprenticeship program with Alaska Works.

Now, in addition to creating 13 newly qualified construction employees, this program created 5 new homes for qualified, low-income homeowners in Juneau and Sitka, and 11 new homeless shelter units for St. Vincent de Paul.

<u>HUD's SuperNOFA</u>
As I've said, HUD's SuperNOFA will be advertised very soon, and HUD will provide technical assistance for potential applicants through national broadcasts. More local presentations may be created, if your organizations have an interest in particular programs.

There's a sign-up sheet at HUD's booth, and if you'd like more information about the SuperNOFA or about the TA broadcasts, please add your name and contact information to that sheet.

If you're interested in attending a broadcast or requesting a presentation for a group of organizations, please call our office at 677-9800. One thing we cannot do, is to provide individualized technical assistance for specific projects during this NOFA advertisement.

The NOFA for each program describes the application and selection process, the grant's purpose, eligible applicants, amount of funding available, the eligible activities, and the factors used to determine who will receive funds.

It is published in the Federal Register and is available at www.grants.gov and at HUD's website www.hud.gov .

To let potential applicants know the SuperNOFA is available, we employ a number of outreach mechanisms. We send e-mail and snail-mail notifications. We make presentations, such as I'm doing today. We also put the notification on our national and local websites.

<u>Faith-Based and Community Initiatives</u>
Now that you know how to access our grant programs, I'd like to switch gears a little and tell you about how we, at HUD, work with faith-based organizations.

First, however, I'll give you an overview of the White House Office of Faith-Based and Community Initiatives and tell you a little about other agencies with Centers for Faith-Based and Community Initiatives.

The White House Office has the lead responsibility to promote the President's agenda to strengthen and expand grassroots and faith-based services. The Office works with federal agencies, Congress, and state and local governments to promote policy, legal, and regulatory changes. Those changes are already taking place.

For instance, HUD no longer requires organizations to hire outside their faith, if they choose not to. A separation of church and state still exists, and I'll cover that in a bit. You can get more information on the White House Office of Faith-Based and Community Initiatives at www.whitehouse.gov/government/fbci/

In addition to the White House, the President has established Centers for Faith-Based and Community Initiatives in seven cabinet agencies. These Centers are responsible for evaluating policies, funding programs, agency communications and technical assistance strategies. They ensure the agencies' effectiveness and hospitality to faith-based and community organizations.

      a. Dept. of Education
           1. Mentoring & supportive services
      b. Dept. of Health & Human Services
           1. Compassion Capital Fund
           2. IDAs
           3. Economic development

            4.  Youth
     c.  Dept. of Justice
            1.  Response to crime victims in urban areas
            2.  High-crime neighborhood initiatives
            3.  Training for community-based grief centers
     d.  Dept. of Labor
            1.  Ex-offenders
            2.  Outreach to the un- and under-employed
     e.  Dept. of Agriculture
            1.  Single and multi-family housing
            2.  Community facilities
            3.  Housing preservation and other programs for housing and community development
     f.  The Agency for International Development; and, of course,
     g.  Dept. of Housing & Urban Development
            1.  Affordable housing
            2.  Homeownership counseling
            3.  Housing for seniors/disabled
            4.  Community & economic development

Here's how you can access other federal grant program information.

All federal program grant information can be obtained from www.grants.gov and from the Catalog of Federal Domestic Assistance.

You can find information on other types of grant assistance at Toolkit Match on the HUD website; through the Foundation Center; and through the Grantsmanship Center.

HUD was the first of the agencies to have a faith-based center, and has had it for a number of years. Our Center for Faith-Based and Community Initiatives has been designed to increase our responsiveness to you. To do this, we now have:

•10 Regional Faith-Based and Community Liaisons – one in each of HUD's regions nationwide
•71 Field Faith-Based and Community Liaisons – one in each field office. In Alaska, that liaison is me.

As I said, HUD was the first cabinet department to incorporate a faith- and community-based center into its everyday activities. And HUD has been the only agency to appoint faith- and community-based liaisons in each of its field offices, although Rural Development is moving to do that now.

Other departments have appointed faith- and community-based liaisons on a regional level. These liaisons for Alaska are headquartered in Seattle.

We do, however, have regional faith-based and community liaisons from the Dept. of Health and Human Services and the Dept. of Labor in the audience with us today. (Caron, Annette will you please        stand up).

And Debbie Andrys (stand, please) is here from the Alaska office of USDA Rural Development. All of these agencies have booths here today, and all of us will be here for a few minutes after our closing today to answer any questions you may have.

I should add one thing at this point. There are no set-aside funds in any of our agencies solely for faith-based organizations. Faith organizations are eligible to apply on an equal basis with other community organizations. The President has leveled the playing field.

<u>Your Application</u>

Now I'm going to talk a bit about applying for a grant from HUD, and to do that, you're first going to want to decide what you want to do – and whether it will fit within your mission. Once you've determined that, and have a good general outline of your plan, then you can identify which program fits best. Make sure, before you go to all the trouble to write the grant application, that you're an eligible applicant and your program is an eligible activity.

With HUD's SuperNOFA, you can find those answers within each program's Notice of Funding Availability. Look under the specific program guidelines for "Eligible Applicants" and "Eligible Activities."

Each program will also give you a list of the factors for award – or rating factors. I'll go over those in more detail in a minute.

This year, HUD requires every applicant organization to have a DUNS number – a Dun and Bradstreet Data Universal Numbering System number. This is a unique, 9-digit number recognized as the universal standard for identifying and keeping track of more than 80 million businesses worldwide. It's sort of like your Social Security number. The government anticipates that this number will improve the statistical reporting of federal grants.

If you don't already have a DUNS number, you can apply for one at <u>www.dnb.com/us/</u> or you can call 1-866-705-5711.

I'd like to emphasize one point:  HUD's Notice of Funding Availability for each of our programs lays a trail for you to follow as you develop your application. Like Hansel and Gretel, you follow the bread crumbs. Do remember, as you create your application, that your proposal represents you and your organization, so make it as complete, as accurate, and as professional as you possibly can.

Tips on writing a winning grant application for federal – or for any funding, for that matter? Here are the 10 Commandments of Grant Writing:

1) Read and reread the instructions. You need to know your destination before you begin the trip.
2) Develop a strategy. This is like your roadmap. To arrive at that destination, you need to know the route you're going to take.
3) Follow instructions. Don't need to elaborate on this one.
4) Write from the funder's perspective. Keep in mind that you may know your organization and your goal, but the person who reads your application back in Washington, D.C., doesn't have a clue. You need to lay down your Hansel and Gretel breadcrumbs for the application rater to follow.
5) Build your case. Show that rater why your program is needed, what it will do and how it will solve the problem you've defined.
6) Support your claims. Just because you say something "is," doesn't necessarily convince your rater. If you leave them with questions, you've probably lost your battle.
7) Develop a detailed budget. Show the raters how you plan to be a good shepherd of the funds that the government – and other funders – may entrust to you.
8) Have your application proofread. You know what you think it says, so ask someone who's not familiar with what you're proposing to make sure everything is included. Don't take someone else's knowledge for granted.
9) Make it look professional. As I've said, this application is your organization's "face" to the funding agency. We may know you here in Alaska, but the raters – in most cases – aren't here, they're in Washington, D.C. They don't know you, so you need to do everything you can to make them understand that you are a professional and capable organization.

10) Make a final copy.  Don't send your original off without keeping a copy for yourself. Maybe this seems like a "no brainer," but it's been done.

Now, I'm also going to cover some strengths and weaknesses of applications – so yours will have a better chance of succeeding. First the strengths:

1) A good application contains a clear, concise executive summary.
2) It has organizational charts in several places
3) A plan & budget narrative
4) A table of contents, and
5) Completed checklists
6) It uses dividers to separate sections of the application
7) It encompasses any allowable appendices or attachments to clarify points
8) A good application uses the specified forms, and adds supporting items where they're allowed
9) It includes a glossary of terms, if it uses acronyms
10) It summarizes news clippings, if there are any
11) It uses the application cover to demonstrate organizational ability
12) Your application is as strong as its weakest link – don't include paper just to increase size, the reviewers may think the entire application is weak and disorganized.
13)  A good application pays attention to:
    * Due date
    * Program purpose and expected outcomes
    * Eligible and ineligible activities
    * Ranking factors and sub-factors
    * Key words and jargon
    * Required forms, and
    * Certifications

Now, the weaknesses:

1)  The plan focuses on a single issue, it lacks comprehensiveness
2)  it has no connection to the needs assessment
3)  it includes no cost analysis
4)  resources aren't leveraged
5)  it doesn't consider future resources – how do you plan to continue with your program after the grant runs out?
6)  it attempts to pay for services that have already been provided.
7)  expenditures on the evaluation of the program or other management costs are too high
8)  it has an insufficient evaluation plan for the program
9)  it doesn't include residents or partners in the implementation process
10) it lacks detail for program descriptions (remember, paint your picture so the raters can see ALL the details)
11) it doesn't document the needs assessment well enough
12) There are math errors in the application, or spelling or punctuation errors
13)  it has a weak management plan
14)  it is disorganized and/or sloppy

Rating Factors
HUD uses 5 Rating Factors to judge applications and to award funds. We'll go through the five quickly, but they will give you a flavor of things you'll need to consider when you're putting your application together:

Rating Factor 1:  The Capacity of the Applicant and the relevant organization experience. In this section, you will want to address the extent to which your organization has the organizational resources necessary to successfully implement your proposed activities in a timely manner.

You'll want to identify your non-profit. Describe your organization and how it's organized. Outline the way your board is put together and operates. What is your mission statement? What are your organization's goals and objectives? What management experience does your organization have?

Do you have sufficient resources within your organization's staff and development team to do the job? Or will you bring on consultants? Will you partner with other community or faith organizations? What is your strategy?  Write an agency resume, and identify for HUD how you plan to accomplish your goals.

Outline your organization's years in business, its project management history, its grants management history, the specific outcomes of programs you've implemented in the past, what resources do you have to put into this project, and what partnership have you formed or do you plan to form to make this project work?

The experience of your staff will be judged in terms of recent, relevant and successful experience you and your staff have to undertake the eligible program activities listed in your plan.

Rating Factor 2:  The need, distress, extent of the problem.  This refers to the extent to which there is an urgent need for funding the proposed activities to address a documented need in the community or target area where activities will take place.

Provide statistical evidence such as the median income of the area you plan to serve, the high school drop-out rate, employment and unemployment rates. Check the Census Bureau, the state's or municipality's consolidated plan, do some research on the Internet.

Develop a "problem statement."  Often a problem statement looks at a particular situation, relates it to a similar situation in other communities, and states the conditions which need to be changed by the proposed program.

Frame the problem:  WHO is affected?  WHAT is happening?  WHERE does the situation take place? WHY is it a problem?  WHAT else can you tell us about the situation?  WHO else thinks it is a problem?  WHAT are the underlying causes?  And WHAT are the effects of this problem?

The NEEDS STATEMENT is where most applicants lose their points – they make their most frequent errors in proposal development.  50% of the proposals are eliminated because they fail to document the problem or need.  Their narrative description of the current conditions or situations, including the effects or impacts and causes or contributing factors, is weak.

Your application should be:  People centered, have reasonable scope, be well documented, method free, and answer the question:  "so what."

Be clear. Relate the problem to the purpose or goal of your organization. Make your case. Use valid data, trends, testimony of others. Make it reasonable. Can the problem be reasonably addressed in some manner?

State the problem in terms of clients, not in terms of your organization or agency. Describe your project in particular terms. … A particular group, individuals or organizations, at a particular time, in a particular place. BE SPECIFIC.

Avoid circular reasoning.  For example:  The Problem is that the Community does not have a youth center. Therefore, the need is for a youth center. Therefore, the objective is to build a youth center. The method is to develop and plan to build a youth center. The evaluation … Now there is / is not a youth center. WHY do you need a youth center. WHAT problem will be solved by construction of a youth center?

There are 6 basic needs assessment approaches:

1. Key informants:  Use quotes from people who know about the problem or are experts in the field.
2. Community forum:  Use public meetings to get testimony.
3. Case studies:  Accumulate examples of clients in need.
4. Statistical analysis:  Use data from public records.
5. Surveys:  Select a random cross-section of the population – using people who have some relationship to the need – and conduct a survey.
6. Studies:  Use published documents to document your need.

A Needs Assessment should provide:

- General information on the community; for example: the location, demographics, clients, etc.)
- Specific information about your organization
- An overview of the problem.
- Include the progress, background or experience of your organization or agency in dealing with the problem you've defined.
- Provide a summary of your objective or other relevant data.  PAINT A PICTURE.

It may help to create a checklist for your Needs Assessment or Problem Statement.

- Does it relate to the purpose and goals of your organization?
- Is it well supported by statistical evidence and statements from authorities and experts?
- Is it stated in terms of clients or beneficiaries?
- Have you made assumptions or used jargon?  DON'T
- Is it interesting to read?
- Who are the people or agencies with whom the applicant is concerned?
- What is the problem or need that the agency will focus on?
- Is the problem of reasonable dimensions? Is it something that can be changed for the better over the period of the grant?
- In what direction does the problem statement seem to lead?

Give your needs assessment the SPAM-0 test. Does it pass?

- Is it specific?
- Is it pertinent?
- Is it attainable?
- Is it measurable?
- Is it observable?

Rating Factor 3:  Soundness of Approach.  This factor addresses the quality and appropriateness of your proposed program. This is the heart of your proposal or work plan, and should include the following:

- Program objectives
- Activities that can be duplicated in other communities
- An implementation strategy
- Proposed budget details
- A clear timeframe
- Gives priority to the needs identified in Factor 2
- And it includes activities that further the policy priorities of HUD

The Soundness of Approach will vary from program to program and can have a very different point value structure depending on the program. Criteria you might need to address include:

- The extent to which your work plan details specific activities and the benefits that will be achieved;
- How activities meet the needs prioritized by the community;
- How activities will produce measurable results;
- How activities can be replicated;
- And how activities further HUD policy priorities.

Keep in mind that goals are the long-range benefits you are seeking. If you are successful, what would the result be?  Do not put them in your objectives.

Rating Factor 4:  Leveraging of Resources.  This factor addresses your ability to secure community resources which can be combined with HUD's program resources to achieve the program's purposes.  Leveraging includes financial and in-kind resources and they must be reflected in your budget and must be well documented.

There are any number of leveraging resources, including:

- Foundations
- Financial institutions
- Corporations / businesses
- Educational institutions
- In-kind donations

And, let's not forget, congregations.

Document your leveraging sources:

- Include your partner agency or organization's name
- Their proposed level of commitment and how the support relates to your program
- Include the signature of an official who is legally able to sign for the organization
- Document the sources of funds if government or public in nature. Some sources of funds are ineligible for use as match funds.

Ask for letters of support from your partners:

- They need to be originals and on agency letterhead
- They cannot be form letters
- They should be specific to each agency or organization, and outline what they will contribute.

Rating Factor 5:  Achieving Results and Program Evaluation.

- Achieving results means that your application has clearly defined the specific interim or final product – called outputs – that will be achieved during the award period.
- You have identified the impact that your activity will have on the community
- You have identified benchmarks – or outputs – for measuring your progress
- You have identified the methodology to be used to measure your success
- You have identified specific reporting tools that you have in place
- And you have identified the benefits to be achieved

Accountability in the outcome world changes how agencies describe and report what they do. Reporting focuses on the results or outcomes of agency activities in addition to the counting of clients and units of service. Budget information is linked to outcomes in addition to expenditures and service delivery data.

<u>You Have the Money</u>
Okay, you've successfully written your application, submitted it, and <u>Congratulations</u>! You've won your grant. Now what do you do? Well, along with the funding, you get some legal strings, so you should keep this in mind even in the application process. Be ready!

- You will have financial reporting requirements. HUD will want you to file regular financial status reports.
- You said in your application that you had matching funds or in-kind services. Now, you have to put those on the table.
- You will be required to maintain financial and programs records for up to 3 years after the end of your project.
- You will need to make periodic – usually annual – detailed performance reports.
- And, you will be subject to basic audit requirements.

So let's be clear on how the Federal government can work with faith-based organizations.
<u>Dos & Don'ts in Partnering with the Federal Government</u>

- We cannot fund "inherently religious" activities
- Grantees must separate religious activities from Federally-funded social service program
- You may offer religious activities – for example, asking a blessing before a meal at a food kitchen – but you cannot require that everyone participate
- Religious activities with program staff must be kept separate from the program itself
- If a program participant asks about your faith, you can respond briefly – then, if you'd like, set up a separate time and place for that conversation.
- You cannot use Federal funds to buy religious materials or materials that are faith-filled
- Federal funds cannot pay the salary of a person who is engaged in religious worship, instruction or proselytization. Those funds CAN pay the salary of a service-delivery staff person. If the person is the same person, draw a clear line – keep clear records – of how this person's time and salary is divided.
- Generally, there is no need to change your hiring practices if you receive Federal funds for your program. You CAN hire from within your own faith.
- You do not need to change your identity, or remove religious symbols from your property.
- Your governing board may be restricted to members of your faith
- The government will not secularize your organizations – only the program that's been funded
- The services you provide, however, must be open for EVERYONE, without regard to his or her faith or lack of faith.
- You can use space in your church or your church property for your program.
- Although non-profit status is not generally required, it IS advisable
- If any of these requirements are violated, your organization may be subject to legal action. You may lose your grant funds, may be required to repay used funds, may be required to pay damages, and may be subject to criminal prosecution.

You can see that, although Federal funds can certainly help to make your program viable, this is not a contract you want to enter into lightly.

Over the past half hour or so, I've tried to give you a sense of what the federal government, and specifically HUD, have done to try to make our partnership more available. To try to help faith and community organizations access our programs to help YOU do the job you do in our communities better.

I hope I've answered some of your questions and have encouraged you to look to us as a potential partner for some of your future programs.

I'd be happy to answer any further questions you have either now, or individually after the program.

Thank you so much for inviting me to speak to you all today.  God bless you all.